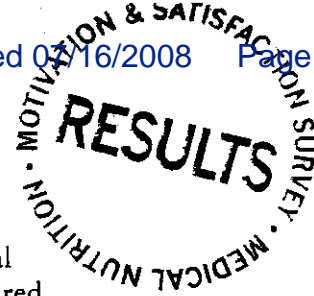


# Medical Nutrition Employees Speak!

Employee Motivation & Satisfaction Survey  
**1999**  
*results*

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## Survey Response Rates

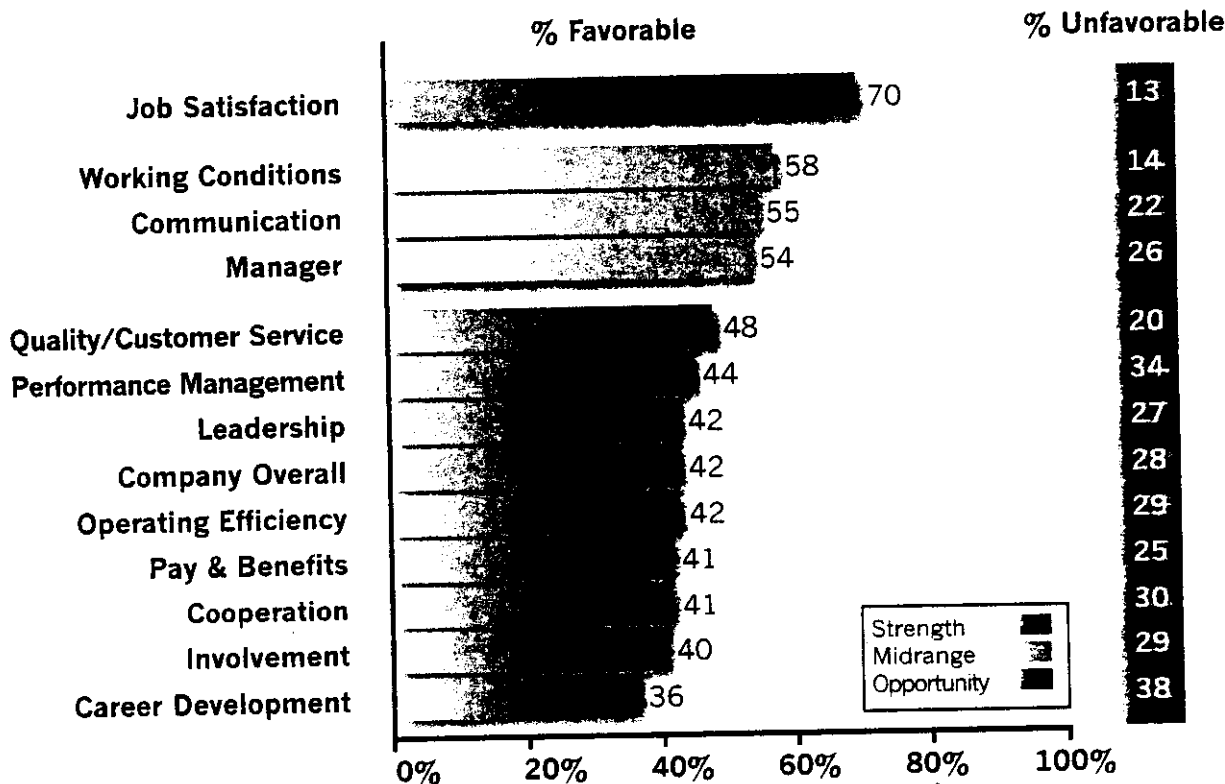
The Employee Motivation and Satisfaction Survey was given to all Medical Nutrition employees. Medical Nutrition had a response rate of 72%, compared to a response rate of 85% for Novartis Consumer Health Worldwide.

## Strengths and Opportunities

The guidelines below have been used to determine whether survey results are strengths or opportunities. Results that do not meet either of these criteria are considered "midrange results."

	Percent Favorable		Percent Unfavorable
Strengths	65% or more	and	20% or less
Opportunities For Improvement	20% or more		

## Overall Results



## Tenure Comparison

Survey results are compared below by length of service and show satisfaction level by strengths, midrange scores and opportunities.

S = Strength  
— = Midrange  
O = Opportunity

	1999 NCH Nutrition	< 1 Yr		3 - 6 Years	6 - 10 Years	
Job Satisfaction	S	S	S	—	S	S
Working Conditions	—	S	S	—	S	—
Communication	—	S	S	—	O	—
Manager	—	S	—	O	—	O
Quality/Customer Service	O	S	—	O	O	O
Performance Management	O	S	—	O	O	O
Leadership	O	S	—	O	O	O
Company Overall	O	S	—	O	O	O
Operating Efficiency	O	—	—	O	O	O
Pay & Benefits	O	—	O	O	O	O
Cooperation	O	S	O	O	O	O
Involvement	O	S	O	O	O	O
Career Development	O	—	O	O	O	O
% Of Respondent Base	95%	8%	19%	19%	12%	37%

## Comparison of Overall Results with NCH

Medical Nutrition's Overall Results are compared below to the overall results of Novartis Consumer Health employees in the USA and Worldwide.

	1999 NCH Nutrition	NCH USA	
Job Satisfaction	S	S	S
Working Conditions	—	—	—
Communication	—	O	O
Manager	—	—	—
Quality/Customer Service	O	—	—
Performance Management	O	O	O
Leadership	O	O	O
Company Overall	O	O	—
Operating Efficiency	O	O	O
Pay & Benefits	O	O	O
Cooperation	O	O	O
Involvement	O	O	O
Career Development	O	O	O

S = Strength  
— = Midrange  
O = Opportunity

### Most Favorable Responses

Listed below are the top ten items that Medical Nutrition employees responded most favorably to and are considered **strengths**. The percentage of respondents who responded favorably to each item is also shown.

Item	% Fav	Theme
Like the work I do	86	Job Sat
Rate quality of work done by group	79	Qual/Cust Svc
Understand how work helps NCH achieve goals	76	Job Sat
Employees informed about issues	75	Communication
Job uses skills and abilities	70	Job Sat
Have authority to make decisions needed to do job	69	Operating Effic
Rate safety of working conditions	68	Work Cond
Able to make routine decisions quickly	67	Operating Effic
My manager makes clear what's expected	67	Manager
Work gives feeling of accomplishment	65	Job Sat

### Most Unfavorable Responses

Listed below are the ten items that Medical Nutrition employees responded most unfavorably to and are considered **opportunities** for improvement. The percentage of respondents who responded unfavorably to each item is also shown.

Item	% Unfav	Theme
Can trust what local senior mgmt says	39	Leadership
Local senior mgmt will take action on survey results	40	Leadership
Satisfied with career devt opportunities	40	Career Dev
Enough people to get work done	44	Operating Effic
Superior results are rewarded	44	Perf Mgmt
Compared to 12 months ago, my personal motivation is...	44	Co Overall
Satisfied with opportunity for better job within NCH	44	Career Dev
Pay vs pay in similar jobs in other organizations	44	Pay & Benefits
Know about openings for which I am qualified	45	Career Dev
Good communication between departments	48	Cooperation



Dear Medical Nutrition Colleague,

Employee Motivation and Satisfaction is a top priority for Medical Nutrition. The recent employee opinion survey you completed has provided us with valuable feedback on our organization. A few weeks ago you received a summary of the Novartis Consumer Health worldwide survey results. **This leaflet provides you with a summary of the survey results specific to Medical Nutrition.**

Providing this information is a first step in our action planning. We will soon begin addressing your feedback in upcoming business reviews. And we are looking to engage employees in deciding what actions are necessary to address our priority areas: Quality/Customer Service, Leadership, Performance Management and Career Development.

I want to personally thank you for your survey feedback and assure you of our desire to make improvements based on what you've told us. Together, we can work to make Medical Nutrition a great place to work while we continue to contribute to the Company's success.

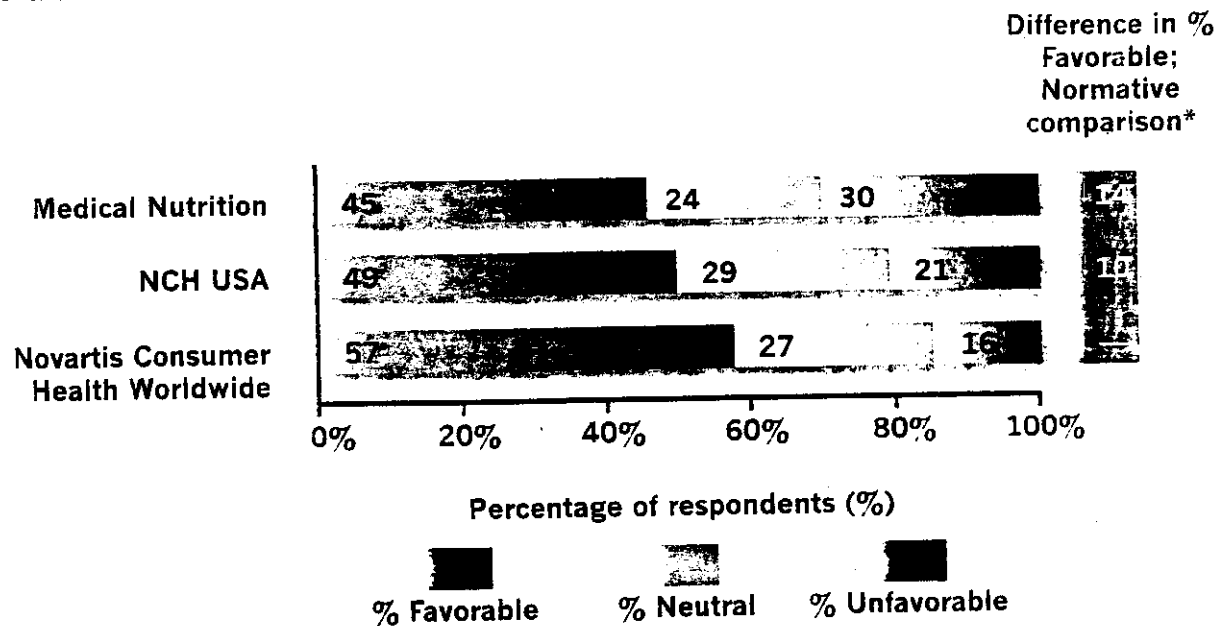


Mark Sponsler  
COO Medical Nutrition

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## Comparison of Overall Satisfaction with NCH

Employees were asked the following question: "Considering everything, how would you rate your overall satisfaction in Novartis Consumer Health at the present time?"



\*The normative comparison is based on data from employees in major global organizations including, for example: Eli Lilly, Baxter, DowElanco, Boehringer Mannheim (now Roche Diagnostics), Ares Serono, Pillsbury. For example, +14 for Medical Nutrition means that compared to our competitor, in our region, the employees of NCH Medical Nutrition are 14 percent less satisfied.

## Priorities

Your leadership teams at Medical Nutrition and Consumer Health have studied your feedback and have selected the following priorities to address:

### Medical Nutrition:

- Quality/Customer Service
- Leadership
- Performance Management
- Career Development

### NCH Worldwide:

- Operating Efficiency
- Leadership
- Career Development

## Next Steps

- We will begin department specific meetings for your input, planning and action steps to determine ways to improve how we operate as a team;
- We will initiate quarterly business reviews to keep everyone informed of company performance and progress;
- We will create a specific and detailed plan to improve focus on our customers and customer service;
- We will initiate a quarterly company newsletter to improve communication and business updates with everyone in both the field and in Minneapolis.